

Wellbeing Strategy



BE WELL • LIVE WELL • WORK WELL



Wellbeing strategy summary – UK and ROI

We passionately believe that the most important asset in any organisation is its people and this is reflected in our 'Be Well Live Well Work Well' strategy for UK and ROI. The strategy demonstrates our ongoing commitment to employee health and wellbeing, reinforces corporate culture and values such as 'Be the best' and 'Valuing each other' as well as complementing the employee engagement and Zero Harm agendas.

Developed and implemented by our in-house Occupational Health Service, the aims of this holistic strategy are:

- Promotion of good health
- Prevention of illness and injury to our people and others affected by our activities
- Identification of the early signs of illness and intervention
- Provision of support and rehabilitation for those who become ill
- Empowerment of employees to take responsibility for their own health and wellbeing
- Maximisation of the synergy between healthy employees and a healthy business

Innovative methods are used to influence and inspire employees to make healthier lifestyle choices, for example, the Walk for Wellbeing Challenge and e-Wellbeing e-zine. In addition, employees are encouraged to plan and deliver health and wellbeing activities for their colleagues and communities through the adoption of the Healthy Working Lives Programme's model of employee-led health promotion.

Key achievements include:

- Adoption and implementation of the Wellbeing Risk Assessment at all our sites in Northern Ireland and Runcorn
- Development plans in place for a health and wellbeing micro-site on Diageo's intranet
- Launch of a monthly wellbeing webinar programme, available to employees across Western Europe
- Launch of a quarterly e-zine to update line managers and employees on wellbeing issues
- Data relating to service level agreements and impact evaluation of wellbeing initiatives, as well as metrics relating to health assessment, surveillance and attendance management included in the Occupational Health Service's monthly scorecard for the business*
- Adoption of the Healthy Working Lives health promotion model at Runcorn
- 654 employees (nearly 10% of our workforce) participated in our annual Walk for Wellbeing Challenge
- Annual health assessments and surveillance completed ahead of schedule

* Occupational Health provide a confidential service giving advice on the physical, mental and social wellbeing of all staff working in Diageo, to ensure a healthy and safe working environment. All information held by Occupational Health is entirely confidential and will not be revealed to anyone else, either inside or outside the Company without the employee's consent.

The Walk for Wellbeing Challenge

Recognising that many of our employees' lives have become increasingly sedentary due in part to workplace automation, this highly successful annual event provides a fun and accessible means of gaining the many physical and mental health benefits associated with increased physical activity. Since its launch in Scotland in 2009, nearly 3,000 employees in the UK, Republic of Ireland and Italy have participated, along with a number of employees in North America.

Employees form walking teams of six; weekly step-counts are monitored using pedometers; leader-boards are published and prizes offered to the individuals and teams with the highest step-counts. Teams are also encouraged to participate in community fundraising events like sponsored walks to increase the benefit of their participation.

Our Occupational Health Service offered pre- and post-challenge health assessments to the 654 walkers and found that many benefitted from weight loss, reduced BMI, reduced cholesterol levels and improved wellbeing scores. Of those who undertook the health assessments:

52% who started with an unhealthy BMI reduced it to a healthier level

65% who started with an unhealthy cholesterol level reduced it to a healthier level

In addition:

- 56% felt fitter and healthier
- 28% made a lifestyle change
- 28% have better work relationships
- 36% do more activity outside work
- 16% do more activity with family
- 64% are more aware of their health
- 52% have improved wellbeing

The challenge provides an opportunity for employees to make sustainable lifestyle changes. As one employee, a regular participant in the challenge, said, 'Taking part has led to a complete lifestyle change and I will never give up my daily walks with my pedometer.' Another employee observed the positive impact on team-building, 'It helped my team in the workplace, the joint effort and just getting away from desks during lunch and tea-breaks really helped boost everyone's wellbeing.'

Wellbeing for managers course

According to the mental health charity MIND, 1 in 6 workers are currently dealing with mental health problems such as stress, depression and anxiety. We recognise that our line managers have a crucial role in managing work-related stress and other wellbeing issues in our workplace, this course is designed to develop that capability.

Effective wellbeing management ensures our employees are healthier and more resilient, and creates a more effective and efficient workforce that is fit to beat the competition. Regularly reviewed and approved by the government's Scottish Centre for Healthy Working Lives, this intensive one day course, already undertaken by over 400 people managers continues to be rolled-out across the UK and ROI.

The course content includes:

- the causes and effects of stress and other common mental health problems eg anxiety and depression
- attitudes to mental health and the impact of stigma
- how to identify the warning signs
- sources of support and self-help strategies
- how to build resilience
- the manager's role and interpersonal skills
- the business case, legislation and case-law
- the scope of the Wellbeing at Work Policy including wellbeing risk assessment.

The course has a high impact on how managers manage their own wellbeing as well as that of their team. A survey of nearly 100 attendees in 2012 reported:

- 85% improved their knowledge in relation to managing wellbeing
- 75% their skills in relation to managing wellbeing
- 71% their confidence in relation to managing wellbeing
- 90% intended to change the management of their own wellbeing
- 88% intended to change the management of their team's wellbeing

Wellbeing risk assessment

Ensuring that our employees go home safe, everyday is at the heart of our culture. This work-related stress risk assessment, based on the Health and Safety Executive's Management Standards approach and included in our Wellbeing at Work Policy, is designed to ensure our work culture effectively manages and controls the risks of work-related stress.

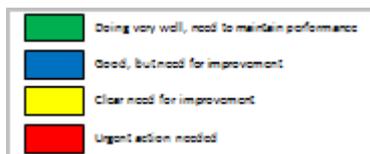
As a key part of the Wellbeing Strategy, a 3-yearly rolling programme for Wellbeing Risk Assessment is now being adopted across all our sites to ensure a consistent approach to our employees' wellbeing and our compliance obligations. To date, in the region of 5000 employees at over 50 sites have been surveyed.

Whilst the overall results have been extremely positive, some localised hot-spot issues have been identified. However, local employee groups have been established to develop and implement action plans not only to address these issues but to create continuous improvement. We are also currently developing an internal audit to provide assurance of robust implementation of the risk assessment process.

Since its development and launch in Scotland in 2007, the Wellbeing Risk Assessment has also led to wider outcomes including the introduction of a Dignity at Work Policy and the appointment of a Health and Wellbeing Advisor to lead the development and implementation of the Wellbeing Strategy.

Wellbeing Risk Assessment Results 2010-12

Site																
Management Standard	Demands	Green	Green	Green	Green	Green	Green	Blue	Green	Yellow	Yellow	Blue	Yellow	Blue	Yellow	Blue
	Control	Yellow	Blue	Yellow	Blue	Red	Blue	Green	Green	Green	Red	Green	Yellow	Yellow	Green	Green
	Mgrs Support	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Red	Green	Red	Green	Green	Green
	Peer Support	Green	Green	Green	Green	Blue	Green	Green	Green	Yellow	Green	Yellow	Red	Green	Green	Green
	Relationships	Green	Green	Green	Green	Green	Blue	Green	Green	Blue	Yellow	Green	Blue	Blue	Green	Green
	Role	Green	Green	Green	Green	Green	Green	Green	Green	Blue	Green	Green	Green	Green	Blue	Green
	Change	Green	Green	Green	Green	Blue	Green	Green	Green	Green	Red	Green	Blue	Yellow	Green	Green



Healthy working lives award programme

This Scottish Government initiative promotes and recognises workplace health, safety and wellbeing- the aim being a healthier workforce, decreased absence, a safer and healthier workplace, and improved productivity.

A key feature of the programme is health improvement through partnership working. The programme is facilitated locally by site-based groups of enthusiastic, hard-working employee health champions - currently over 50 in number - and a national steering group who all work together to deliver the award criteria and compile a portfolio of evidence for independent assessment. The criteria include a health needs assessment; implementation of policies/procedures on smoking, alcohol and drugs, attendance management, accident

reporting and prevention ; promoting community health, equality and diversity, and the environment; benchmarking; lifestyle checks and raising awareness of health, safety and wellbeing topics through information campaigns and interactive events.

Our sites in Scotland have been involved with this programme for many years. Indeed most of them have achieved the accolade of the gold award. Based on this success, we are introducing the Healthy Working Lives health promotion model to all sites to create a network of needs-based, employee-led health promoting groups and allow improved sharing of best practice and resources.

In July 2012, we were also awarded the Mental Health Commendation Award by the Scottish Centre for Healthy Working Lives. This award acknowledges the ongoing commitment of our business in Scotland to its employees' mental health through various policies and initiatives including the Healthy Working Lives Awards; the Wellbeing at Work Policy; wellbeing information and education for employees; Wellbeing Risk Assessment and the Wellbeing for People Managers training course.

Healthy weight management

We recognise that providing workplace support for weight management is a convenient, effective way of improving the health of many of our employees. Healthy eating options are available in our restaurants and canteens, and many of our employees have access to on-site gyms or subsidised gym membership

Our Occupational Health Service provides weight management support at all our sites with amazing results. At our Runcorn site, 64 employees took part in Pounds for Pounds - a highly successful annual workplace weight loss challenge. A total of 325 pounds were lost and £1628 raised for charity. Since the challenge started in 2010, our Runcorn employees have lost a total of 1197 pounds and raised £5996 for charity.

During the 8 weeks, participants were weighed regularly and provided with motivational newsletters which included information on physical activity, healthy eating and recipes. Prizes were awarded to the top 3 'biggest losers' and everyone who lost at least 7 pounds received a healthy eating recipe book.

In addition to the weight lost, participants also experienced other health and wellbeing benefits including improvements in musculo-skeletal problems, especially back and knee pain.

In Northern Ireland , 92 (25%) of our employees took part in the Made of Less (previously Pounds for Pounds) programme, resulting in an overall weight loss of 730 lbs (332kg) –52 stone- and £3650 raised for charity. Since starting an annual programme in 2010, our Northern Ireland employees have lost 1938 pounds and raised in the region of £10,000 for charity

In addition to the weight loss, participants reported other health benefits including:

- Medication stopped due to reduced blood pressure
- Knee joint pains eradicated
- Breathlessness reduced when undertaking exercise

- Generally more energy at work and at home

The Made of Less programme was also rolled-out for the first time in the Republic of Ireland with the business donating 2 euros to charity for every pound lost. 61 employees completed the programme, losing a total of 703 pound. Donations from the business and employees to local charities totalled 1090 euros.

At Shieldhall, 30 employees with support from our Occupational Health Service took part in a pilot of the NHS Greater Glasgow and Clyde's Weigh in @ Work programme. The successful pilot led to the production of a weight management resource available to other organisations and workplaces.

Employee health screening

Our Occupational Health Service provides a comprehensive health assessment and surveillance programme for all identified employees. The programme is developed in partnership with Line Managers and Risk Managers to ensure that employees are medically fit to undertake their roles, are aware of the risks and equipped to avoid them. Included in the programme is ongoing education and training for employees to ensure they understand the importance of health screening and surveillance, and know the actions they can take to support their own health, safety and wellbeing.

Health data is collected which allows anonymised, comprehensive reporting, further enabling our business to improve risk management and foster a health and safety culture focused on Zero Harm

The aim of our health assessment programme is to conduct regular health checks to ensure employees are fit to undertake particular tasks or work activities, for example, night working, occupational driving, working at heights, confined space entry and so forth. Over 2000 employee health assessments have been carried out this year.

The purpose for the health surveillance programme is to conduct systematic, regular and appropriate procedures to detect early signs of work-related ill health and act on the results. For example, lung function tests, hand arm vibration assessments and audiometry screening. Nearly 5000 employee surveillance tests have been completed this year.

Our Occupational Health Service offers every employee the opportunity to have a regular health check. Employees can also self-refer themselves to the Occupational Health Service for health and wellbeing information and support of any kind.

A Business Travel Service which includes risk assessment, health advice, equipment provision and a full vaccination service is available for business travellers at all our sites and is used over 1300 times per year.

Wellbeing engagement

As well as delivering wellbeing education and training using traditional methods, we are constantly exploring new ways, particularly utilizing technology, to engage our employees with the wellbeing agenda and empower them to take responsibility for their own wellbeing. For example, this year we launched e-Wellbeing, a quarterly electronic newsletter or e-zine. Although originally developed as a follow-up to the Wellbeing for People Managers course-

to keep line managers up-to-date with wellbeing information, resources and sources of support to assist them with the management of their team's wellbeing- feedback following the launch has led to e-Wellbeing being available to the entire employee population. Over 500 employees are now on the direct distribution list.

We have launched a monthly wellbeing webinar programme which is available to employees across Western Europe. In addition, we are developing a health and wellbeing micro-site on Diageo's intranet. This will enable employees to source information, share resources and micro-blog on wellbeing issues.

All our employees are also able to access confidential, one-to-one support such as counselling, and information including financial and legal advice via our Employee Assistance Programme. The services provided by the programme are available 24 hours a day, 365 days a year, and are used by around 400 employees every year.

Our Occupational Health Service, with an annual footfall of over 12,000, continues to be a trusted and valued wellbeing resource for our workforce. In a recent customer satisfaction survey, employees rated their overall experience of Occupational Health: excellent 72%, very good 23%, good 5%, very poor or extremely poor received no ratings. 100% said they would recommend the service to a colleague.

Wellbeing activities

A range of health promotion activities take place at all our sites, based on the specific health needs of the site's employees, including:

Travel Health Awareness Day

This took place at our corporate headquarters where a large number of the employee population are required to undertake business travel.

Heart Health - Know Your Numbers

Our site at St James's Gate, Dublin offered this activity which not only provides employees with information on heart health but also offers blood pressure checks.

Many of our sites run this activity annually. This year our corporate headquarters and Woodside sites also used it as an opportunity to encourage employees to join classes such as pilates and yoga, and to recruit new members to the on-site fitness centre. 151 employees had their blood pressure monitored and 10 employees joined the fitness centre.

Sats and Fats Day

This interactive day at our Shieldhall and Dundas House sites raised awareness about the salt, sugar and fat contents in food and drinks. Many of our employees were surprised by the hidden fat, sugar and salt in everyday food and drinks with many stating that in future they would be rethinking their consumption of processed food.

Workout at Work

Our Occupational Health Service for the Malt Distilling Group worked in partnership with the Chartered Society of Physiotherapists to produce a video for employees that promoted the

importance of moving and stretching regularly and demonstrated simple workplace exercises. Interactive sessions at sites were used to launch the campaign.



We are the Champions

To celebrate the opening of the Olympic Games, our corporate headquarters ran its own 4 week Olympic Challenge. Participating employees competed against each other in the heats of the 200m row, 1500m run and 4km cycle, working hard to improve their times in the grand final.

Sport Relief Mile

At our Runcorn site, employees were encouraged to sign up for the Sport Relief Mile. This not only encouraged fitness but participants also commented that it promoted team building.

National Stress Awareness Day

This event is promoted annually across the UK and ROI through corporate and local newsletters, and interactive events. For example, at our Dundas House site employees could enter a competition to test their knowledge of stress.

Skin Awareness and Hand Hygiene

During this interactive event at our Leven site our employees enjoyed learning about skin protection and how effective their hand-washing technique was.

Responsible Drinking

This is promoted regularly to all our employees. Our Malt Distilling Group recently held an interactive event raising the awareness of the effects of alcohol. Many of the employees participating asked for a copy of the video for their young people at home to watch.

Shift Working Briefings

Since many of our employees work shifts information on a variety of topics, including sleep and alertness management, is provided to support them in overcoming the challenges this poses to wellbeing maintenance.

Quality Standards

We are continually monitoring our performance in relation to employee wellbeing to ensure a productive workforce comprising healthy, engaged employees, and to meet challenging statutory compliance targets.

Our Occupational Health Service, in addition to working to strict Service Level Agreements with the business and high customer satisfaction targets, regularly undertakes both process and clinical audits to ensure adherence to the agreed standards, governed by the relevant professional and regulatory bodies. Currently the service is preparing to undergo SEQOSH (Safe Effective Quality Occupational Health Service). This is a voluntary accreditation system for occupational health services, based on published standards. Its purpose is to help to raise the overall standard of care provided by occupational health services, thus helping to make a meaningful difference to the health of people of working age.

We regularly benchmark our Wellbeing Strategy directly with other individual organisations and also through submission for national health and wellbeing awards. Whilst the majority of our sites in Scotland have achieved the Healthy Working Lives Award at gold level, our 4 sites in Northern Ireland have previously been awarded the Business in the Community's Responsible Business of Year Award.

In addition, we share and promote good practice in relation to wellbeing management in the wider business community by presenting at conferences and networks such as the Scotch Whisky Association. In fact, we received an accolade for our presentation, 'Work-related Stress Risk Assessment: the Experience of a Manufacturing Business in the UK' at the Health and Safety Laboratory's 2nd International Wellbeing at Work Conference.